

STATE PROFESSIONAL  
DEVELOPMENT CENTER

# Course Catalog

# 2015-16



Center for Learning and Development



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## Welcome to the State Professional Development Center

The State Professional Development Center (PDC) began operation in October 1983, based on budget authorization from the 48th Legislature. The impetus for creating the center stemmed from the Governor's Council on Management and the Personnel and Labor Relations Study Commission. These two groups, appointed by then-Governor Ted Schwinden, saw the need for a centralized management training program for state personnel.

While managing Montana remains the foundation of PDC's training services, the Center has developed and delivered dozens of other workshops and seminars. These cover specific topics related to management, communications, and personal effectiveness. In addition, the PDC provides other services related to its mission, including facilitation, mediation, curriculum development, consulting, and needs assessment.

Today, the State Professional Development Center is focused on leadership and public service for the 21<sup>st</sup> Century. Today's challenges need to be faced with more energetic leadership and an innovative spirit. Our curriculum represents such needs and seeks to build a generation of leaders.

### PDC's CONTACT INFORMATION

Address: State Professional Development Center, Mitchell Building, 125 N. Roberts Street, P.O. Box 200127, Helena, MT 59620-3871

Telephone: (406) 444-3871

Fax: (406) 444-0703

Website: [www.PDC.MT.Gov](http://www.PDC.MT.Gov)

Email: [pdc01@mt.gov](mailto:pdc01@mt.gov)

## Mission & Vision

The mission of the State Professional Development Center, a proprietary government entity for the State of Montana, is to deliver high-quality professional development through relevant curricula and instruction, participant performance, instructor knowledge, and scholarship.

We provide pertinent and challenging education in leadership, management, communications, self-management, and public administration issues. The State Professional Development Center plays an integral role in the pursuit of productive and engaged employees for the 21st century.

***“Building a generation of leaders”***

## Goals & Objectives

In pursuit of its mission, the State Professional Development Center will . . .

1. support the State Human Resources mission of becoming an employer of choice.
2. build professional and collaborative relationships with State of Montana employees, local communities, State of Montana communities, profit and not-for-profit organizations, public schools, local governments, tribal colleges, and the Montana University System.
3. evolve program development based on institutional needs and course outcomes.
4. develop and maintain professional certification for the Certified Public Manager<sup>®</sup> program
5. support and develop instructors to be knowledgeable and skilled in their areas of expertise.
6. be recognized as a leader in the State of Montana in adult education for the subjects of leadership, management, communications, self-management, and personnel issues.

## ADULT LEARNING PRINCIPLES

The instructors at the State Professional Development Center take working with the adult learner as a meaningful and serious occupation. The role as instructors is to act as facilitators, coaches, and subject-matter specialists. The adult learner brings unique qualities, dynamics, and demands to the field of professional development.

Following are basic adult education principles we follow:

- Adults have a psychological need to be self-directing.
- Adults bring an expansive reservoir of experience to the group.
- Adults are performance-centered and want to solve real-life problems as well as make immediate application of their knowledge.
- Adults are intrinsically motivated.
- Adult learning is voluntary.
- The role of the instructor is to facilitate and collaborate with the group.
- Primary role to instruction is to create a spirit of critical reflection.
- Long-term and holistic development is critical.

## Shared Values

In pursuit of an engaged and committed faculty for the State Professional Development Center, *shared values* create an important anchor to the greater mission and vision. Following are the strongly themed shared values for the SPDC faculty:

- **Importance of family** – We believe that family always comes before work, and a healthy family life will enhance a healthy and productive work life.
- **Servant leadership** – We believe that our role at the job and organizational level is to serve those around us, investing in their development and engagement.
- **Scholarship** – We believe that to be effective scholars, we must continue to research and grow in our given areas of subject matter expertise.
- **Teamwork** – We believe that there is a shared purpose to our work and the synergies from our effort will generate the greatest outcomes.



## CONTINUING EDUCATION CERTIFICATIONS

### Continuing Education Units (CEU) & Continuing Professional Education (CPE)

The SPDC offers credit in the form of continuing education units (CEUs) and continuing professional education (CPE) for all courses you take. CEUs are used nationwide to maintain records of completion of organized postsecondary education. For those on management and other professional career paths, CEUs are widely recognized as evidence of education attainment. You may apply these credits toward various degree programs or use them to earn or maintain professional credentials. The policies of individual academic institutions and professional organizations vary. Therefore, please check the policies of your institution or professional group. To earn CEUs and receive credit for completing the course, you must attend the entire class. Contact your professional organization to determine if SPDC courses will meet your continuing education standards.

### Office of Public Instruction Teacher Renewal Units (OPI)

The SPDC offers credit for OPI renewal units through the Office of Public Instruction. The participant must notify us when registering that they will seek OPI credits. We will provide the appropriate forms. You will keep that form with your records and submit it when renewing your license.

### Peace Officer Standards and Training Credits (POST)

The SPDC is approved to offer POST credits for those in applicable positions. The participant must notify us when registering that they will seek POST credit. We will provide the appropriate forms and certifications and submit them to the POST Council.

### Continuing Legal Education Credits (CLE)

The SPDC is approved to offer CLE credits for those in applicable positions. The participant must notify us when registering that they will seek CLE credit. We will provide the appropriate forms and certifications and submit them to the State of Montana Bar Association.

## STATE PROFESSIONAL DEVELOPMENT CENTER'S POLICIES

### Acceptance & Accommodation Policy:

Courses offered are open to all state, county, municipal, and federal government personnel, as well as to private sector employees, non-profit corporation personnel, private citizens, and students, unless specifically stated otherwise in the course description.

The State Professional Development Center (SPDC) provides training to all registrants without regard to race, color, creed, sex, age, political affiliation, marital status, physical or mental disability, or national origin. The SPDC makes reasonable accommodations for any known disability that may interfere with a person's ability to participate in training. Persons needing an accommodation must notify PDC no later than 2 weeks before the date of training to allow adequate time to make needed arrangements.

### Confirmation and Cancellation or Substitutions by Registrants Policy:

Registrants will receive notice by regular mail or e-mail that their application is confirmed. The confirmation notice specifies the course title, date, time, and location.

If confirmation of enrollment is to be sent to someone other than the registrant (e.g., a supervisor), such information should accompany the registration form, or the agency training or human resources office should notify the SPDC.

Notify the SPDC of cancellations by calling the Center at 444-3871.

Cancellations may be made up to 24 hours before the course time. After that, you may be charged for the full course fee. You must specifically contact SPDC and notify us of your intent to cancel.

You may substitute persons for training at any time; agencies should notify the SPDC about substitutions as soon as possible.

### Course Series Policy:

We offer several series of classes for your convenience. They are designed to be sure that the information you get from us is useful and complete. To ensure that everyone gets the greatest benefit from the series and so that the expectations are clear the following policies apply:

1. If anyone wants credit for a series, they must enroll in the series. If you just register in the individual classes, even if you complete all six or eight classes, you will not get credit for the series, just for the individual classes.
2. The series must be completed within one year from the start date. Sometimes, classes are missed for good reason and you may take a make-up class. All of the make-up classes must be completed within one year from the time you started the series.
3. The series is not complete until all the classes are taken.
4. The series is not complete until after the post assessment is completed, when there is a post assessment.
5. Students have two opportunities to register for a make-up class. After the two attempts, you must register and pay the regular fee for the individual class.
6. It is each person's responsibility to enroll in the necessary classes for any series.

Of course, we recognize that circumstances arise that are completely beyond your control. Just let us know and we will consider exceptions on a case-by-case basis.

## COURSE TOPICS

The State Professional Development Center maintains and builds on nine content areas: communications, computer skills, customer service, leadership, management, office skills, people development, public administration, and writing. The content categories are delivered in a variety of forms, including stand-alone classes, series courses, online courses, and customized contracts.



Communication



Computer Skills



Customer Service



Leadership



Management



Office Skills



People Development



Public Administration



Writing



The communications category is based on developing the knowledge and skills related to verbal communication, public relations, conflict assessment, electronic communication, written communication, and continued development of interpersonal relationships.

**PD4001 – Effective Communication Skills**

**PD1047 – Effective Meetings**

**PD4002 – Effective Presentations**

**PD4003 – Facilitating Groups**

**PD4019 – Generations in the Workplace**

**PD4005 – Male/Female Communication**

**PD1017 – Managing Conflict**

**PD3009 – Meeting Minutes**

**PD5089 – Office Communication**

**PD5056 – Robert’s Rules of Order**

**PD5099 – The Respectful Workplace**

**PD5090 – Working on a Team**

## COMMUNICATIONS CLASSES

### **PD4001 – Effective Communication Skills (Part of the Customer Service Strategies series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

In order to develop more engaged employees and citizens, it is vital that effective communication strategies be used. This course develops the methods to ensure that communication is more accurate and sensitive to different perspectives. The participants will explore the obstacles to effective communication and techniques to overcome them.

#### **Objectives**

Understanding sources of messages

Practice communicating with plain language

Applying skills to improve relationships with citizens and colleagues

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### **PD1047 – Effective Meetings**

8:30 a.m. – 10:30 a.m.

#### **Description**

In this class, we will discuss how to set expectations, identify meeting types, enhance the meeting environment, deal with difficult participants; keep the meeting on track; and record decisions and actions. Two hours, offered twice a year.

#### **Objectives**

Learn how to set expectations and goals

Determine the key participants to include

Identify process and content issues

Identify the three meeting types and know when to use them

## **PD4002 – Effective Presentations**

Three days from 8:30 a.m. – 4:30 p.m. each day

### **Description**

This class focuses on preparing and delivering effective presentations. A key element of the class is that we will video participants as they make two brief presentations. The class also includes a hands-on PowerPoint mini-course.

### **Objectives**

Identify preparation skills for effective presentations  
Develop new skills using presentation software  
Learn delivery techniques to be effective

.....

## **PD4003 – Facilitating Groups**

Two-and-a-half days, offered twice a year.

### **Description**

Facilitation means to “make easy”, and the facilitator’s role is to help a group reach agreement. The facilitator is usually the neutral party in the process. This hands-on class will teach the tools and techniques to facilitate groups. Participants will practice the skills in class.

### **Objectives**

Understand the principles of consensus  
Develop techniques to task achievement  
Practice skills of identifying solutions

.....

## **PD4019 – Generations in the Workplace – \*offered live and webinar**

8:30 a.m. – Noon

### **Description**

For the first time, four generations are working side-by-side in the workplace. Different values, experiences, styles, and activities create misunderstandings and frustrations. This workshop will explore the influencing events and trends of each generation and discuss how we can better communicate.

### **Objectives**

Understand the cultural influences of each generation  
Identify ways to communicate effectively  
Understand and appreciate the differences

## **PD4005 – Male/Female Communication**

8:30 a.m. – Noon

### **Description**

This class explores the influence of gender on communication behavior. We'll discuss techniques to bridge the differences so we can understand and appreciate each other better.

### **Objectives**

To understand the differences

To focus on overcoming confusion

To manage with clarity

To understand communication styles

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## **PD1017 – Managing Conflict (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Disagreements are often based in miscommunication and/or a lack of communication. Differing values, opposing objectives, different work styles, and personality types can set the stage for conflict. In this class, we'll explore the roots of conflict and how to communicate clearly to understand and resolve differences.

### **Objectives**

Understand your own conflict approach

Discuss the five conflict approaches

Describe the nature of conflict

Identify ways to work through situations

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## **PD3009 – Meeting Minutes \*offered live and webinar**

8:30 a.m. – Noon and two –hour webinar

### **Description**

We know that minutes fill both practical and legal needs in organizations. When we take minutes, we are the historical record keeper. We may question what information we should record and what we should leave out. This class will give participants the tools needed to take effective notes and to write meaningful minutes. Half day. Two-hour online version.

### **Objectives**

Know what the law says about minutes

Know what to record and what to leave out

Identify tips and techniques to improve skills

## **PD5089 – Office Communication (Part of the Office Success Strategies series)**

8:30 a.m. – Noon

### **Description**

Designed for administrative support personnel, this course offers practical tips and tools for persons whose main job is helping others. Administrative support staff manages the communication flow at work. Active listening is an important part of that communication along with being clear. We'll discuss the communication process and look at the differences between aggressive, assertive, and passive communication.

### **Objectives**

To understand sources of messages

To improve relationships with citizens and colleagues

To improve listening skills

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## **PD5056 – Robert's Rules of Order \*offered live and webinar**

9 a.m. – noon and 1.5 hours webinar

### **Description**

There are some basic principles and procedures that apply to all decision-making processes, whether one is a manager trying to lead a work team or an officer in an organization trying to conduct a meeting. These principles and procedures are referred to formally as parliamentary procedure. This class will offer Robert's Rules of Order, one man's discussion of parliamentary procedure that has become the leading authority in most organizations today.

### **Objectives**

Learn how to make a main motion

Identify the 10 rules for meetings

Discuss the types of motions and how they are made

Review commonly asked questions about parliamentary procedure



## **PD5099 – The Respectful Workplace**

8:30 a.m. – 4:30 p.m.

### **Description**

We can't handpick the people with whom we must work. It would be naive to expect a friendly, helpful, accommodating person every time. Very often, we come across someone who seems - to us, at least - difficult to deal with. It's just as naive not to recognize that we may be difficult ourselves. Our partner in communication has to deal with our character quirks and may be hard pressed to find a productive way to interact with us. This class will benefit anyone who must deal routinely with others who seem difficult. It focuses on several types of difficult people, as well as providing tips on recognizing and coping with them.

### **Objectives**

- To examine our own interactions with others
- To learn strategies for dealing with difficult people
- To recognize what you can and cannot change

---

## **PD5100 – Working as a Team (Part of the Office Success Strategies series)**

8:30 a.m. – noon

### **Description**

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain leadership skills. We will discuss communication skills, credibility, common purpose, and the stages necessary to build an effective team.

### **Objectives**

- To identify the stages of team building
- To understand team dynamics
- To communicate effectively with others



Computers are a central part of almost every aspect of work today. Software is only as good as our ability to use it properly. These courses offer the knowledge to be more effective computer users.

**PD5064 – Excel 2010: Beginning**

**PD5065 – Excel 2010: Intermediate**

**PD5067 – Excel 2010: Advanced**

**PD5062 – PowerPoint 2010: Beginning**

**PD5063 – PowerPoint 2010: Advanced**

## COMPUTER SKILLS

### **PD5064 – Excel 2010: Beginning**

9:00 a.m. – 3:00 p.m.

#### **Description**

This is a beginning course for those who are unaccustomed to using spreadsheets or who have had very little experience with Excel 2010. Participants will become familiar with the Excel 2010 program screen and have a better understanding of the “ribbon.” Editing and formatting worksheet basics with an overview of formulas will be reviewed.

#### **Objectives**

Navigate the basics of Excel  
Edit and format worksheets  
Understand formulas

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### **PD5065 – Excel 2010: Intermediate**

9:00 a.m. – 3:00 p.m.

#### **Description**

Excel 2010’s user interface and features will start the class off followed by an in-depth look at managing workbooks. Students will learn how to split and freeze workbook windows, hide rows, columns, worksheets and windows, and protect worksheets. Page layout, page break and adjustments to margins and size will be covered. Functions and formulas, working with data ranges and learning how to sort and filter data will be reviewed. Inserting clip art, pictures and graphics files is also covered.

#### **Objectives**

Work with page layouts  
Learn functions and formulas  
Sort and filter data

## **PD5067 – Excel 2010: Advanced**

9:00 a.m. – 3:00 p.m.

### **Description**

The class begins with a review of creating and working with charts and tables. By the end of the class, students will be familiar with creating pivot tables, using data validation, working with data tables, consolidating data using formulas, and working with basic macros.

### **Objectives**

Understanding macros  
Consolidating data with formulas  
Creating pivot tables

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## **PD5062 – PowerPoint 2010: Beginning**

9 a.m. – 3 p.m.

### **Description**

In this session, we will create backgrounds from design templates, use watermarks with text, insert pictures and text, customize bullets, add slide transitions and animations, and create handouts with notes. We'll discuss the "do's and don'ts" of effective presentation visuals. Students may bring their own presentation information or work from a class handout.  $\frac{3}{4}$  day, offered twice a year.

### **Objectives**

Create and change background designs  
Learn how to work with pictures and text  
Work with transitions and animations  
Understand slide design

## **PD5063 – PowerPoint 2010: Advanced**

8:30 a.m. – 4:30 p.m.

### **Description**

PowerPoint has become a “standard” for presentations, but many are stale and boring. This hands-on course is designed for anyone who wants to create a more exciting and graphically pleasing presentation. In this class, we will learn,

- To customize a design template
- To create and save a design template
- The rule of thirds
- Slide layouts and slide masters
- WordArt and SmartArt
- Text and shape effects
- Pictures (crop, ungroup, recolor, effects)
- Hyperlinks
- Animations (entrance, exit, motion paths)
- Audio and video features
- Slide transitions and numbers, loop presentations
- To compress pictures
- To create handouts.

### **Objectives**

Learn design elements

Navigate the features on the ribbon

Practice skills learned in class



The customer service courses present concepts of customer service that enhance the relationship between public servants and clients, customers, and citizens. The key principles that apply to customer service in the private sector generally apply equally to the public sector.

**PD5107 – Catch the FISH! Philosophy**

**PD5112 – Challenges in Customer Service**

**PD5101 – Customer Service Synthesis**

**PD5111 – Principles of Customer Service**

## CUSTOMER SERVICE

### **PD5107 – Catch the FISH! Philosophy**

8:30 a.m. – 4:30 p.m.

#### **Description**

Common human resource challenges for the 21st century include recruitment, retention, energy, morale, attitude, accountability, creativity, innovation, teamwork and engagement. Solutions to these challenges may best be served when organizations can reinvent their culture to meet such challenges. Catching the FISH!® Philosophy is one such solution. This course is designed to provide participants with energetic tools for new culture development. Topics to this course will include an overview to the FISH!® Philosophy, being there, play, making their day, and choosing your attitude.

#### **Objectives**

Appraise organizational culture and identify potential opportunities for change

Practice the four constructs of Being There, Play, Making their Day, and Choosing your Attitude

Develop strategies for cultural resistance

Articulate a personal journey action plan

---

### **PD5112 – Challenges in Customer Service**

#### **Description**

Whenever we are working with the public there will be times when we must deal with difficult customers. These range from the uninformed client to the angry citizen. This course explores methods and skills needed to handle the tough situations. The goal is to maintain constructive relationships as much as possible while not compromising professional responsibilities.

#### **Objectives**

Illustrating skills needed to defuse a difficult situation

Understanding the techniques of clarifying roles

Developing a relationship strategy of customer service

## **PD5101 – Customer Service Synthesis**

### **Description**

This course is intended to pull together the concepts and practices of the Customer Service Strategies series. A detailed scenario will be presented to teams that are pre-selected for the class. The teams then use the skills that are learned in the other classes to develop strategies, consider alternatives, and address challenges that are related to customer service. The course is only available to those who have completed the previous five classes of the series.

### **Objectives**

Analyzing customer service issues to construct strategies

Explaining how a customer service approach improves performance

Demonstrating the skills needed to advance a customer service climate

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## **PD5111 – Principles of Customer Service**

8:30 a.m. – 4:30 p.m.

### **Description**

A common challenge for customer service planning is excessive focus on front line communication techniques and strategies while ignoring underlying foundations. These foundations include adhering to basic marketing principles and understanding the social psychology of customer service. This course is designed to provide participants basic principles in approaching the subject of customer service. Topics to this course will include basic marketing principles, customer service selling, customer attunement, resilience, and clarity in message.

### **Objectives**

Write and articulate a customer service plan and evaluate alternative strategies

Describe selling within a customer service framework

Evaluate the customer service strategies of customer synching, resilience, and message clarity





The leadership category is based on developing the knowledge and skills related to modeling, shared vision, change, team empowerment, individual recognition, and continual interpersonal development.

**PD2009 – Creating a Motivating Environment**

**PD1007 – Decision Making**

**PD1043 – Developing Coaching Skills for Effective Leadership**

**PD4019 – Generations in the Workplace**

**PD5093 – Improving Employee Accountability**

**PD5075 – Leadership in Action**

**PD1015 – Managing Change**

**PD1032 – Teambuilding**

**PD5066 – The Leadership Challenge®**

**PD5085 – Vision and Change**

## LEADERSHIP CLASSES

### **PD2009 – Creating a Motivating Environment (part of the Everyday Leadership Series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

What drives human needs is key to any energized and successful team. This course is designed highlight popular motivational theories and strategies for application. Topics will include motivational assessment tools, popular theoretical models, and strength based motivation.

#### **Objectives**

Describe what motivation is and how it can be applied to the work environment

Summarize and synthesize several different motivational theories and appraise which ones are applicable to personal and work situations

Assess talents using Clifton Strengthfinder 2.0® develop action plan for strength building

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### **PD1007 – Decision Making (Part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

Decision making is something we do every day. Some decisions we make without thinking. However, there are those decisions that require some reflection and forethought. How do we decide? This class offers insights into how we make decisions and some tools we can use to make better ones.

#### **Objectives**

Recognizing how people make decisions

Choosing a method based on circumstances

Describing formal tools for making decisions

Discussing natural decision making

## **PD1043 – Developing Coaching Skills for Effective Leadership**

8:30 a.m. – 4:30 p.m.

### **Description**

The successful leader is one who can coach others to reach their potential whilst maintaining team accountability. This course is designed to explore the foundations of effective coaching and develop skills for developing trusting relationships. Topics in this course will include developing expectations and evaluation of performance, relationship building, and underlying trust building behaviors. Additional topics will include situational factors to coaching and coaching practice.

### **Objectives**

Identify when a coaching opportunity exists and how to structure coaching conversations  
Synthesize coaching ingredients into a working model for work and personal life  
Identify the coachee dynamics that call for situational approaches  
Practice in applying coaching principles to actual work related challenges

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## **PD4019 – Generations in the Workplace**

8:30 am to noon or 1.5-hour Webinar

### **Description**

For the first time, four generations are working side by side in the workplace. Different values, experiences, styles, and activities create misunderstandings and frustrations. This class will explore the influencing events and trends of each generation and discuss how we can better communicate.

### **Objectives**

Understand the cultural influences of the generations  
Identify ways to communicate effectively  
Understand the differences

## **PD5093 – Improving Employee Accountability**

8:30 a.m. – 4:30 p.m.

### **Description**

This course will consider the concept of accountability from a perspective of ensuring that all of us need to be appropriately accountable. That means that we should learn to accept responsibility for what is actually our responsibility but also learn to not take it for what is not. It also emphasizes the idea and techniques for moving to adult-adult relationships in the workplace. After all, it is an adult behavior to own our own successes and failures. The course also passes on techniques for creating a culture of accountability in the workplace.

### **Objectives**

Developing personal accountability  
Taking responsibility as a leader  
Understanding how to increase employee accountability  
Applying Transactional Analysis  
Explaining how to achieve adult-adult relationships

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## **PD5075 – Leadership in Action (part of the Everyday Leadership Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Leadership is a process, not a position that deals with people and their dynamics. We'll explore leadership principles that anyone can apply to their own personal growth.

### **Objectives**

To provide a clear picture of leadership  
To examine how leadership works  
To create a plan for leadership development

## **PD1015 – Managing Change**

8:30 a.m. – 4:30 p.m.

### **Description**

Change can often be viewed as a frightening process. This class will explore the challenges and opportunities of change both at the personal and organizational level. Topics will include reasons for resistance at the individual and team level, viewing change from alternative perspectives, and coaching for change.

### **Objectives**

Discussing how people respond to change

Describing the obstacles to change

Recognizing how to facilitate change in organizations

Identifying strategies for constructive change

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## **PD1032 – Teambuilding**

8:30 a.m. – 4:30 p.m.

### **Description**

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain leadership skills. We will discuss communication skills, credibility, common purpose, and the stages necessary to build an effective team.

### **Objectives**

To identify the stages of team building

To understand team dynamics

To communicate effectively with others

## **PD5066 – The Leadership Challenge® Series**

Three days in classroom -- 8:30 -- to 4:30 pm each day

### **Description**

A course that will challenge the way we look at leadership. There is a need for people to lead us to greatness, to inspire others, to seize opportunities, and make a difference. The Leadership Challenge® takes an introspective look at leadership strengths and weaknesses. We will identify ways to build collaboration, teamwork, and trust. A core component of the Leadership Challenge® is the Leadership Practices Inventory, which identifies behaviors around the Five Practices. Three days, offered quarterly.

### **Objectives**

To develop an ability to guide others  
To understand what true leadership is  
To identify strengths and weaknesses to lead

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## **PD5085 – Vision and Change (Part of the Everyday Leadership series)**

8:30 a.m. – 4:30 p.m.

### **Description**

This class will explore creativity at work and how to use it to create a vision of the future. We'll discuss how we can engage others in a conversation around exciting possibilities. It will also explore the challenges and opportunities of change both at the personal and organizational level. Topics will include reasons for resistance at the individual and team level, comparisons of organization to chaotic systems, and finally coaching for change solutions.

### **Objectives**

Understanding how people respond to change  
Identifying the obstacles to change  
Facilitating change in organizations  
Recognizing strategies for constructive change



The management category is based on developing the knowledge and skills related to the controlling, organizing, and planning aspects for effective management.

**PD5032 – Advanced Purchasing Methods and Issues**

**PD5031 – Basic Purchasing Methods and Issues**

**PD5094 – Contract Management**

**PD2010 – Documenting Disciplinary Action**

**PD5103 – HR Topics**

**PD5018 – Initiating and Navigating the RFP Process**

**PD5105 – State Budget Process**

**PD1036 – Managing Multiple Priorities**

**PD2028 – Performance Management**

**PD1023 – Remote Management**

**PD5059 – State Budget Basics for Managers**

**PD5049 – Strategic Planning**

**PD1002 – Supervision for the 21<sup>st</sup> Century**

## MANAGEMENT CLASSES

### **PD5032 – Advanced Purchasing Methods and Issues**

8:30 a.m. – 4:30 p.m.

#### **Description**

This session covers building, writing, opening, and awarding a Request for Proposals, Invitation for Bids, or Requests for Information. It also focuses on advanced procurement issues such as leasing vs. buying, public access, protests, grants, and ethics.

#### **Objectives**

Creating a Request for Proposals/Invitation for Bids  
Explaining the various tools for procurement  
Evaluating proposals for selection

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### **PD5031 – Basic Purchasing Methods and Issues**

8:30 a.m. – 4:30 p.m.

#### **Description**

Procuring equipment and services for the agency can be a harrowing experience, if managers don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

#### **Objectives**

Understanding the tools for various purchases  
Recognizing the appropriate tool for basic purchases  
Describing process for planning a purchase



## **PD5094 – Contract Management**

8:30 a.m. – 4:30 p.m.

### **Description**

Successful contract management is essential to ensuring that contracts are completed on time and on budget. This course will provide purchasing officers and contract managers with the skills necessary to ensure contract compliance, knowledge on what to do in the event that a contract is in breach, and the proficiency to handle contract disputes in an effective manner.

### **Objectives**

Constructing contract compliance

Understanding contract breaches

Facilitating contract dispute resolutions

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## **PD2010 – Documenting Disciplinary Action (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

There are times when coaching, mentoring or other leadership techniques fail to achieve the desired performance behaviors. This class develops the proper ways to carry out discipline, including oral warnings, written warnings and the further steps in progressive discipline. The goal in all cases is improved performance.

### **Objectives**

Demonstrating how to write appropriate statements

Recognizing how to use documents as a tool for success

Understanding the practice of progressive discipline

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## **PD5103 – HR Topics (Part of the Effective Management series)**

8:30 a.m. – 4:30 p.m.

### **Description**

In this class, we will explore interviewing, hiring, and onboarding practices.

### **Objectives**

Describing interview techniques and questions

Understanding hiring processes

Developing onboarding practices

## **PD5018 – Initiating and Navigating the RFP Process**

8:30 a.m. – 4:30 p.m.

### **Description**

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

### **Objectives**

Identifying the steps in the Request for Proposals (RFP) process

Explaining the principles associated with an effective RFP

Reviewing the elements of a proper RFP

## **PD5105 – State Budget Process (for Financial Specialist)**

9:00 a.m. – 3:00 p.m.

### **Description**

The State Budget Process has a broad array of requirements tied to accounting principles. This course focuses on the knowledge needed by those who serve as financial specialists. The emphasis is on the specific steps, forms, and statutes tied to the budget process. The intended audiences are fiscal analysts, budget analysts, and similar occupations.

### **Objectives**

Recognizing the requirements for administering a budget in the State of Montana

Understanding the technical expectations of the budget process

Recalling the various forms used in the state budget process

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## **PD1036 – Managing Multiple Priorities**

8:30 a.m. – Noon

### **Description**

In the workplace today, everyone seems to want something now. The public, coworkers, the boss - they all think the work being done for them is most important--and it is. That's why we need to manage multiple priorities. This class provides insight into our mode of dealing with priorities and tools to reduce the stress to do our best.

### **Objectives**

Identify strategies to manage priorities

Discuss time management styles

Discover where you put your energy

## **PD2028 – Performance Management (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

A critical part of effective management includes delivering expectations, observing performance, and providing accurate feedback. This course is designed to provide participants with an overview of managing and developing work performance. Topics in this course will include an introduction to performance management, analysis of appraisal types, assessing instrument validity and reliability, and quantitative and qualitative issues. Additional topics will include an introduction to performance management coaching.

### **Objectives**

Describe how performance management integrates with other critical human resource topics

Evaluate performance appraisals for type, validity/reliability, and potential effectiveness.

Differentiate between the managerial evaluative process and the leadership developmental aspects of performance management

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## **PD1023 – Remote Management**

8:30 a.m. – 4:30 p.m.

### **Description**

Supervising employees remotely brings unique challenges. This course is designed to provide participants the basics to supervising remote teams. Topics will include benefits and costs to remote work, research on remote work and engagement, and technological resources. Additional topics will include trust building strategies for remote teams.

### **Objectives**

Identify the benefits and challenges to remote management

Critique multiple remote technological tools

Summarize attributes of successful remote managers

Review underlying basic supervision practices which transcend remote management

## **PD5059 – State Budget Basics for Managers**

9:00 a.m. – 3:00 p.m.

### **Description**

This one-day course looks at the state budgeting process from planning to perusing reports. It's valuable for all state employees. Topics included in the class:

- The Executive Planning Process
- Budget preparation
- OBPP and LFA analysis of budget requests
- Preparing for the Legislature
- Legislative Session
- Projecting Expenditures
- Managing the Budget
- Management Tools in SABHRS

### **Objectives**

Summarizing the Executive Planning Process

Understanding the various steps in budget preparation and approval

Recognizing the tools available to develop a budget

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## **PD5049 – Strategic Planning (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

This class begins with setting goals, planning the work, and determining priorities within the unit. We will also discuss the elements of a well-managed meeting.

### **Objectives**

Discuss how to tie work plans to goals

Learn how a SWOT analysis can help set plans

Identify tools for effective meetings

## **PD1002 - Supervision for the 21st Century (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Whether an experienced supervisor or seeking to become one, management and leadership skills need to be continually developed. This course is designed to provide participants the foundations to effectively supervise a team. Topics will include an overview and analysis of management and leadership construct, and work engagement as a supervisory tool for improved performance.

### **Objectives**

Differentiate and describe management and leadership characteristics

Assess and analyze personal and group engagement levels using Gallup Q12® survey

Describe supervisory behaviors that enhance work group employee engagement



These courses may apply to all employees who have office responsibilities. From computer skills to customer service skills and writing, we can all improve our practices. The 21<sup>st</sup> Century office offers challenges and innovations that are constantly changing.

### Computer Skills-

- PD5064 – Excel 2010: Beginning
- PD5065 – Excel 2010: Intermediate
- PD5067 – Excel 2010: Advanced
- PD5062 – PowerPoint 2010: Beginning
- PD5063 – PowerPoint 2010: Advanced

### Customer Service Skills-

- PD5107 – Catch the FISH! Philosophy
- PD5112 – Challenges in Customer Service
- PD5101 – Customer Service Synthesis
- PD5111 – Principles of Customer Service

### Communication Skills-

- PD1036 – Managing Multiple Priorities
- PD5089 – Office Communication
- PD5090 – Working on a Team

### Writing-

- PD5095 – Effective E-mail Writing
- PD5096 – Grammatically Correct
- PD3009 – Meeting Minutes
- PD5097 – Punctuation for Clarity
- PD5098 – Writing Clearly and Concisely
- PD5088 – Writing for Work

## OFFICE SKILLS

### **PD5064 – Excel 2010: Beginning**

9:00 a.m. – 3:00 p.m.

#### **Description**

This is a beginning course for those who are unaccustomed to using spreadsheets or who have had very little experience with Excel 2010. Participants will become familiar with the Excel 2010 program screen and have a better understanding of the “ribbon.” Editing and formatting worksheet basics with an overview of formulas will be reviewed.

#### **Objectives**

Navigate the basics of Excel  
Edit and format worksheets  
Understand formulas

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### **PD5065 – Excel 2010: Intermediate**

9:00 a.m. – 3:00 p.m.

#### **Description**

Excel 2010’s user interface and features will start the class off followed by an in-depth look at managing workbooks. Students will learn how to split and freeze workbook windows, hide rows, columns, worksheets and windows, and protect worksheets. Page layout, page break and adjustments to margins and size will be covered. Functions and formulas, working with data ranges and learning how to sort and filter data will be reviewed. Inserting clip art, pictures and graphics files is also covered.

#### **Objectives**

Work with page layouts  
Learn functions and formulas  
Sort and filter data

## **PD5067 – Excel 2010: Advanced**

9:00 a.m. – 3:00 p.m.

### **Description**

The class begins with a review of creating and working with charts and tables. By the end of the class, students will be familiar with creating pivot tables, using data validation, working with data tables, consolidating data using formulas, and working with basic macros.

### **Objectives**

Understanding macros  
Consolidating data with formulas  
Creating pivot tables

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## **PD5062 – PowerPoint 2010: Beginning**

9:00 a.m. – 3:00 p.m.

### **Description**

In this session, we will create backgrounds from design templates, use watermarks with text, insert pictures and text, customize bullets, add slide transitions and animations, and create handouts with notes. We'll discuss the "do's and don'ts" of effective presentation visuals. Students may bring their own presentation information or work from a class handout.  $\frac{3}{4}$  day, offered twice a year.

### **Objectives**

Create and change background designs  
Learn how to work with pictures and text  
Work with transitions and animations  
Understand slide design



## **PD5063 – PowerPoint 2010: Advanced**

8:30 a.m. – 4:30 p.m.

### **Description**

PowerPoint has become a “standard” for presentations, but many are stale and boring. This hands-on course is designed for anyone who wants to create a more exciting and graphically pleasing presentation. In this class, we will learn,

- To customize a design template
- To create and save a design template
- The rule of thirds
- Slide layouts and slide masters
- WordArt and SmartArt
- Text and shape effects
- Pictures (crop, ungroup, recolor, effects)
- Hyperlinks
- Animations (entrance, exit, motion paths)
- Audio and video features
- Slide transitions and numbers, loop presentations
- To compress pictures
- To create handouts.

### **Objectives**

Learn design elements

Navigate the features on the ribbon

Practice skills learned in class

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## **PD5107 – Catch the FISH! Philosophy**

8:30 a.m. – 4:30 p.m.

### **Description**

Common human resource challenges for the 21st century include recruitment, retention, energy, morale, attitude, accountability, creativity, innovation, teamwork and engagement. Solutions to these challenges may best be served when organizations can reinvent their culture to meet such challenges. Catching the FISH!® Philosophy is one such solution. This course is designed to provide participants with energetic tools for new culture development. Topics to this course will include an overview to the FISH!® Philosophy, being there, play, making their day, and choosing your attitude.

### **Objectives**

Appraise organizational culture and identify potential opportunities for change

Practice the four constructs of Being There, Play, Making their Day, and Choosing your Attitude

Develop strategies for cultural resistance

Articulate a personal journey action plan.

## PD5112 – Challenges in Customer Service

### Description

Whenever we are working with the public there will be times when we must deal with difficult customers. These range from the uninformed client to the angry citizen. This course explores methods and skills needed to handle the tough situations. The goal is to maintain constructive relationships as much as possible while not compromising professional responsibilities.

### Objectives

Illustrating skills needed to defuse a difficult situation

Understanding the techniques of clarifying roles

Developing a relationship strategy of customer service

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## PD5101 – Customer Service Synthesis

### Description

This course is intended to pull together the concepts and practices of the Customer Service Strategies series. A detailed scenario will be presented to teams that are pre-selected for the class. The teams then use the skills that are learned in the other classes to develop strategies, consider alternatives, and address challenges that are related to customer service. The course is only available to those who have taken the other five courses in the Strategies of Customer Service series

### Objectives

Analyzing customer service issues to construct strategies

Explaining how a customer service approach improves performance

Demonstrating the skills needed to advance a customer service climate

## **PD5111 – Principles of Customer Service**

8:30 a.m. – 4:30 p.m.

### **Description**

A common challenge for customer service planning is excessive focus on front line communication techniques and strategies whilst ignoring underlying foundations. These foundations include adhering to basic marketing principles and understanding the social psychology of customer service. This course is designed to provide participants basic principles in approaching the subject of customer service. Topics to this course will include basic marketing principles, customer service selling, customer attunement, resilience, and clarity in message.

### **Objectives**

Write and articulate a customer service plan and evaluate alternative strategies

Describe selling within a customer service framework

Evaluate the customer service strategies of customer synching, resilience, and message clarity

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## **PD1036 – Managing Multiple Priorities**

8:30 a.m. – Noon

### **Description**

In the workplace today, everyone seems to want something now. The public, coworkers, the boss - they all think the work being done for them is most important--and it is. That's why we need to manage multiple priorities. This class provides insight into our mode of dealing with priorities and tools to reduce the stress to do our best.

### **Objectives**

Identify strategies to manage priorities

Discuss time management styles

Discover where you put your energy

## **PD5089 – Office Communication (Part of the Office Success Strategies series)**

8:30 a.m. – Noon

### **Description**

Designed for administrative support personnel, this series offers practical tips and tools for persons whose main job is helping others. Administrative support staff manages the communication flow at work. Active listening is an important part of that communication along with being clear. We'll discuss the communication process and look at the differences between aggressive, assertive, and passive communication.

### **Objectives**

- To understand sources of messages
- To improve relationships with citizens and colleagues
- To improve listening skills

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## **PD5090 – Working on a Team (Part of the Office Success Strategies series)**

8:30 a.m. – noon

### **Description**

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain leadership skills. We will discuss communication skills, credibility, common purpose, and the stages necessary to build an effective team.

### **Objectives**

- To identify the stages of team building
- To understand team dynamics
- To communicate effectively with others

## PD5095 – Effective E-mail Writing

8:30 a.m. – Noon

### Description

How you write gives the reader an indication of your professionalism and attitude. Your email needs to engage the reader's interest quickly. It must be concise, but still contain enough content so that it is not ambiguous or misleading. In this half-day workshop, we'll cover the following topics:

- Striking the right tone in e-mail
  - Using bullet points to help the reader zoom in
  - Using subject lines: What works, what doesn't
  - Keeping sentences short
  - Answering every reader's top question: "What's the point?"
  - Recognizing the biggest e-mail etiquette mistakes
  - Using plain language for e-mail communication
  - Presenting complex information without causing readers to wonder, "Huh?"
  - Writing for people who scan instead of read—in other words, everybody
  - Practicing editing skills
- .....

## PD5096 – Grammatically Correct

8:30 a.m. – Noon

### Description

Grammar provides the structure to the string of words that form sentences. Grammatical errors interfere with the message, distract the reader, and reflect poorly on the writer.

### Outline

- Identifying subject-verb agreement (patterns)
- Understanding pronoun agreement with its antecedent
- Using verb tenses correctly
- Keeping related words together to prevent ambiguity
- Making the right choice between confusing words like the following: affect or effect, comprise or compose, insure, ensure, or assure
- Recognizing when to violate "two stodgy" rules of grammar to make your point clearly
- Knowing when and how to use abbreviations and acronyms in business writing
- Correcting run-on sentences
- Avoiding capitalization mistakes
- Recognizing hypercorrections

## **PD3009 – Meeting Minutes \*offered live and webinar**

8:30 a.m. – Noon and two –hour webinar

### **Description**

We know that minutes fill both practical and legal needs in organizations. When we take minutes, we are the historical record keeper. We may question what information we should record and what we should leave out? This class will give participants the tools needed to take effective notes and to write meaningful minutes.

### **Objectives**

Know what the law says about minutes

Know what to record and what to leave out

Identify tips and techniques to improve skills

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## **PD5097 – Punctuation for Clarity**

8:30 a.m. – Noon

### **Description**

Punctuation helps organize the content of writing for the reader. Proper punctuation increases the clarity of written communication and avoids problems of ambiguity and misinterpretation.

### **Outline**

- When to use commas for clarity
- How to use colons and semicolons correctly
- Where to properly place quotation marks
- How to use apostrophes carefully
- When to properly use hyphens, dashes, and parentheses
- When to use punctuation with “that” and “which”

### **Objectives**

To identify and avoid ambiguity

To use the rules to provide clarity in writing

To demonstrate professionalism in writing

## PD5098 – Writing Clearly and Concisely

8:30 a.m. – Noon

### Description

Style is the extent to which writing provides clear, specific communication in a way that is pleasing to the ear. Communicating in plain language helps the reader understand the message easily. It avoids verbose, convoluted language and jargon.

### Outline

- Using definite, specific language
- Avoiding passive voice and passive construction
- Understanding parallel structure in complex sentences
- Knowing when to end a sentence
- Avoiding endings that change active verbs to nouns
- Recognizing when to omit needless words
- Placing the emphasis in the right place
- Keeping related words together to prevent ambiguity
- Attacking redundant phrases and negative construction
- Using plain language to communicate clearly

### Objectives

Construct active voice in sentence structure

Select clear language to communicate

Recognize and use active verbs in sentences

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## PD5088 – Writing for Work (Part of the Office Success Strategies series)

8:30 a.m. – Noon.

### Description

In our work, we communicate vast amounts of information through writing. Nearly every job involves some writing responsibilities, but we sometimes feel ill-prepared to meet the task. This class provides basic information on three important areas of writing: punctuation, grammar, and style.

### Objectives

Learn to write clearly and concisely

Identify common mistakes

Learn what's important in writing minutes



Self-management is based on developing the knowledge and skills related to developing self and social awareness, stress management, self and social management, personality assessment, and continual intra-personal development.

**PD5046 – Exploring Emotional Intelligence (EQ)**

**PD2009 – Creating a Motivating Environment**

**PD5071 – From Me to We: Effective Collaboration**

**PD4019 – Generations in the Workplace**

**PD5027 – Myers-Briggs & Communication**



## PEOPLE DEVELOPMENT

### **PD5046 - Exploring Emotional Intelligence (EQ)**

8:30 a.m. – 4:30 p.m.

#### **Description**

Factual knowledge and how-to-skills are important, but emotional intelligence, such as flexibility, teamwork, emotional management, communication, conflict, and even enthusiasm have become even more crucial and valuable to organizations' bottom line. This course is designed to develop emotional intelligence for greater performance. Topics in this course will include foundations to emotional intelligence and research on how EQ affects organizational productivity. Additional topics will include characteristics of self-awareness, self-management, social-awareness, and social-management for both work and personal effectiveness.

#### **Objectives**

Summarize emotional intelligence and its four basic components

Practice self-awareness, self-management, social-awareness, and social-management strategies and techniques useful for work and personal

Analyze personal emotional intelligence using Talent Smart's EQ Appraisal™ and create action plans for effective change

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### **PD2009 - Creating a Motivating Environment (part of the Everyday Leadership Series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

What drives human needs is key to any energized and successful team. This course is designed to highlight popular motivational theories and strategies for application. Topics will include motivational assessment tools, popular theoretical models, and strength based motivation.

#### **Objectives**

Describe what motivation is and how it can be applied to the work environment

Summarize and synthesize several different motivational theories and appraise which ones are applicable to personal and work situations

Assess talents using Clifton Strengthfinder 2.0® develop action plan for strength building

## **PD5071 - From Me to We: Effective Collaboration using Stephen Covey's 7 Habits**

8:30 a.m. – 4:30 p.m.

### **Description**

Effective collaboration is built on the foundations of character and the resulting trust from one's team. This course is designed to provide participants with an inside-out approach to leadership and team motivation by utilizing Dr. Stephen Covey's 7 Habits of Highly Effective People™. Topics in this course will include character development, paradigm shifts, stages of dependence, and habit creation. Additional topics will include an introduction and synthesis of Covey's 7 Habits into a working model for personal and work effectiveness.

### **Objectives**

Describe Dr. Covey's leadership model and how it can be utilized for personal development and building collaborative teams

Practice habit changing behaviors

Evaluate Dr. Covey's model for effectiveness and develop a personal plan of action

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## **PD4019 – Generations in the Workplace – \*offered live and webinar**

8:30 a.m. – noon (live), 1.5 hours (webinar)

### **Description**

For the first time, four generations are working side by side in the workplace. Different values, experiences, styles, and activities create misunderstandings and frustrations. This workshop will explore the influencing events and trends of each generation and discuss how we can better communicate.

### **Objectives**

Understand the cultural influences between the generations

Identify ways to communicate effectively

Understand and appreciate the differences

## **PD5027 – Myers-Briggs & Communication (part of the Effective Management Series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Based off the original work by Psychiatrist Carl Jung, the Myers-Briggs Type Indicator (MBTI) is one of the most widely used personality assessments in the world. This course is designed to provide participants with a deeper understanding of their psychological self-portrait and develop an appreciation for different personality types. Topics to this course will include MBTI history and theory, assessment for best-fit, and population distributions. Additional topics will include developing self and social awareness of types and developing communication strategies.

### **Objectives**

Appreciate psychological self-portrait and differences in others

Recognize how type plays a crucial role in communication

Develop effective communication strategies as it relates to personality



The demands of public service have changed significantly in the past few decades. These courses cover the essential topics that need to be addressed in order to respond to those demands. The courses are intended for those with management responsibilities.

**PD5087 – Engaging Citizens in the 21st Century**

**PD5077 – Performance-Driven Leadership**

**PD5078 – Leading Innovation**

**PD5079 – Governance Web 2.0**

**PD4001 – Effective Communication Skills**

**PD5080 – Evidence-Based Management**

**PD2011 – Ethical Issues in Public Service**

**PD2016 – State Ethics Law**

## PUBLIC ADMINISTRATION

### **PD5087 – Engaging Citizens in the 21<sup>st</sup> Century (part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

If citizens feel disempowered they tend to blame the public worker. Attendees will learn some ideas of how to engage citizens in the decision making process in a way that restores the ideals of public service. The public employee is more engaged if they can have the core values that contribute to Public Service Motivation (PSM) reinforced. One such key value is the recognition of providing an authentic public service.

#### **Objectives**

Describing how to engage citizens more effectively  
Locating core values of administration in a democracy  
Applying the concept of Public Service Motivation to citizen engagement

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### **PD5077 – Performance-Driven Leadership (part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

#### **Description**

Since the passage of the Government Performance and Results Act of 1993 (P.L. 103-62) there has arisen an array of performance driven programs. What is needed is a performance driven leadership that integrates the development of performance measures with actual outcome-centered practices. This course will demonstrate how to draft performance measures and properly carry them out.

#### **Objectives**

Identifying performance driven programs as central to public service  
Demonstrating how to design performance measures  
Describing how to identify and measure outcomes

## **PD5078 – Leading Innovation (part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Public and non-profit organizations continue to face challenges in terms of access to resources and a rapidly changing world. This course develops the means to guide an innovative organization that replaces rule-bound bureaucracy with creative and nimble practices.

### **Objectives**

Summarizing barriers to innovation found in the public sector  
Discussing methods to encourage creativity among staff and leaders  
Explaining effective feedback to increase innovation

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## **PD5079 – Governance Web 2.0 (part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

### **Description**

The New Public Service requires that agencies understand and collaborate with information technology services. This seminar explores the way that 21<sup>st</sup> Century technology changes the way we manage and how to apply appropriate technology.

### **Objectives**

Summarizing the advantages and drawbacks of using cloud-based applications  
Identifying opportunities for using social media and security  
Describing how the public sector might use blogs, texts, and tweets

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## **PD4001 – Effective Communications Skills (part of the Customer Service Strategies series)**

8:30 a.m. – 4:30 p.m.

### **Description**

In order to develop more engaged employees and citizens, it is vital that effective communication strategies be used. This is much more than simply using the right words. This course develops the methods to ensure that communication is more accurate and sensitive to different perspectives. The participants will explore the obstacles to effective communication and techniques to overcome them.

### **Objectives**

Understanding sources of messages  
Practice communicating with plain language  
Applying skills to improve relationships with citizens and colleagues

## **PD5080 – Evidence-Based Management (part of the Excellent Public Manager series)**

8:30 a.m. – 4:30 p.m.

### **Description**

Managers frequently fall into the trap of buying into the latest fad or technique. Even though there is usually plenty of evidence to discredit some practices, it is not used. Evidence-based management is conducted by managers who recognize the limits of their own knowledge and seek the most effective solutions to problems. This class develops the idea of evidence-based management and the skills needed to adopt it.

### **Objectives**

Defining evidence-based management as a means to improve effectiveness

Applying methods of assessing techniques or methods

Recognizing the role decision models play in applying evidence

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## **PD2011 – Ethical Issues in Public Service**

8:30 a.m. – 4:30 p.m.

### **Description**

This one-day seminar explores ethical issues from a broad-based perspective. It explores the meaning of ethics, the public interest, and public service. Through case studies and other activities, participants will engage in a lively discussion of pertinent and thought-provoking issues. This seminar will benefit government managers at all levels; however, it is particularly appropriate for mid-and upper-level managers responsible for implementing government policy.

### **Objectives**

Understand the unique features of working with the public trust

Summarizing the code of ethics both for the State of Montana and the American Society for Public Administration (ASPA)

Explaining the various sources of ethics

## **PD2016 – State Ethics Law**

8:30 a.m. – Noon

### **Description**

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

### **Objectives**

Describing the background and basic principles of the Montana Ethics Law

Give examples of issues related to conflict of interest

Summarize the requirements associated with electoral politics





## Writing-

## Course List

Writing skills are especially important in our daily activities. It is critical to hone our skills so that the clearest and most accurate messages are sent to colleagues, clients, and citizens. These courses focus on developing these skills.

**PD3002 – Contemporary Writing Skills**

**PD5095 – Effective E-mail Writing**

**PD5096 – Grammatically Correct**

**PD3009 – Meeting Minutes**

**PD5097 – Punctuation for Clarity**

**PD5098 – Writing Clearly and Concisely**

**PD5088 – Writing for Work**

**PD3006 – Writing Job Descriptions**

**PD3005 – WARM: Writing Administrative Rules**

## WRITING

### **PD3002 – Contemporary Writing Skills**

8:30 a.m. – 4:30 p.m., offered by contract

#### **Description**

Poor business writing can create an unfavorable impression, foster misunderstandings, and waste time. But it doesn't have to be that way. This class will go over the essential rules to avoid grammar and punctuation mistakes along with tips to write clearly and concisely.

#### **Objectives**

Identify and correct common grammar mistakes

Write clearly using plain language

Recognize and use punctuation rules accurately

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### **PD5095 – Effective E-mail Writing**

8:30 a.m. – Noon

#### **Description**

How you write gives the reader an indication of your professionalism and attitude. Your email needs to engage the reader's interest quickly. It must be concise, but still contain enough content so that it is not ambiguous or misleading. In this half-day workshop, we'll cover the following topics:

- Striking the right tone in e-mail
- Using bullet points to help the reader zoom in
- Using subject lines: What works, what doesn't
- Keeping sentences short
- Answering every reader's top question: "What's the point?"
- Recognizing the biggest e-mail etiquette mistakes
- Using plain language for e-mail communication
- Presenting complex information without causing readers to wonder, "Huh?"
- Writing for people who scan instead of read—in other words, everybody
- Practicing editing skills

## PD5096 – Grammatically Correct

8:30 a.m. – Noon

### Description

Grammar provides the structure to the string of words that form sentences. Grammatical errors interfere with the message, distract the reader, and reflect poorly on the writer.

### Outline

- Identifying subject-verb agreement (patterns)
- Understanding pronoun agreement with its antecedent
- Using verb tenses correctly
- Keeping related words together to prevent ambiguity
- Making the right choice between confusing words like the following: affect or effect, comprise or compose, insure, ensure, or assure
- Recognizing when to violate “two stodgy” rules of grammar to make your point clearly
- Knowing when and how to use abbreviations and acronyms in business writing
- Correcting run-on sentences
- Avoiding capitalization mistakes
- Recognizing hypercorrections

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## PD3009 – Meeting Minutes \*offered live and webinar

8:30 a.m. – Noon and two –hour webinar

### Description

We know that minutes fill both practical and legal needs in organizations. When we take minutes, we are the historical record keeper. We may question what information we should record and what we should leave out? This class will give participants the tools needed to take effective notes and to write meaningful minutes. Half day.

### Objectives

Know what the law says about minutes  
Know what to record and what to leave out  
Identify tips and techniques to improve skills

## PD5097 – Punctuation for Clarity

8:30 a.m. – Noon

### Description

Punctuation helps organize the content of writing for the reader. Proper punctuation increases the clarity of written communication and avoids problems of ambiguity and misinterpretation.

### Outline

- When to use commas for clarity
- How to use colons and semicolons correctly
- Where to properly place quotation marks
- How to use apostrophes carefully
- When to properly use hyphens, dashes, and parentheses
- When to use punctuation with “that” and “which”

### Objectives

To identify and avoid ambiguity

To use the rules to provide clarity in writing

To demonstrate professionalism in writing

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## PD5098 – Writing Clearly and Concisely

8:30 a.m. – Noon

### Description

Style is the extent to which writing provides clear, specific communication in a way that is pleasing to the ear. Communicating in plain language helps the reader understand the message easily. It avoids verbose, convoluted language and jargon.

### Outline

- Using definite, specific language
- Avoiding passive voice and passive construction
- Understanding parallel structure in complex sentences
- Knowing when to end a sentence
- Avoiding endings that change active verbs to nouns
- Recognizing when to omit needless words
- Placing the emphasis in the right place
- Keeping related words together to prevent ambiguity
- Attacking redundant phrases and negative construction
- Using plain language to communicate clearly

### Objectives

Construct active voice in sentence structure

Select clear language to communicate

Recognize and use active verbs in sentences

**PD5088 – Writing for Work (Part of the Office Success Strategies series)**

8:30 a.m. – Noon.

**Description**

In our work, we communicate vast amounts of information through writing. Nearly every job involves some writing responsibilities, but we sometimes feel ill-prepared to meet the task. This class provides basic information on three important areas of writing: punctuation, grammar, and style.

**Objectives**

- Learn to write clearly and concisely
- Identify common mistakes
- Learn what’s important in writing minutes

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**PD3006 – Writing Job Descriptions**

8:30 a.m. – 4:30 p.m.

**Description**

Job Descriptions are the basis for many employment decisions. This one day course will help participants identify the many uses for this powerful tool, as well as how to write an effective job description. This workshop is appropriate for managers or supervisors who prepare job descriptions, and is the first of two classes for classifiers-in-training.

**Objectives**

- Describing the process associated with developing a job descriptions
- Explaining what elements are needed in a proper job description
- Demonstrating the relationship between classification and the job description

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**PD3005 - WARM: Writing Administrative Rules**

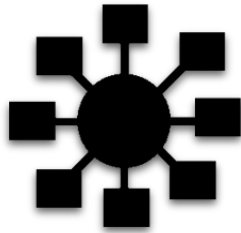
**Description**

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.  
10.5 hours.

**Objectives**

- Describing the process of administrative rule development in the State of Montana
- Reviewing the proper language and elements of an administrative rule
- Illustrating the development of an administrative rule as an example

## AVAILABLE SERIES – CONNECTING LEARNING TO CAREER PATHS



Effective Management



Everyday Leadership



Developing a Customer Service Culture



Office Success Strategies



The Excellent Public Manager



building a generation of leaders

***“Developing a Generation of Leaders”***



# EFFECTIVE MANAGEMENT

## SERIES (PD5082)

This eight class series covers essential ingredients for effective organizational management. The series is designed for experienced supervisors wanting a refresher, new supervisors, individuals interested in becoming a future supervisor and employees new to the public sector. This series was previously known as the “Basics of Management” and “Essentials of Management”.

If participants elect to take a pre and post assessment, the series will be recognized by the State of Montana as 6 months to 1 year of supervisory experience. The series is taught as a cohort, and will include the following classes:

### EFFECTIVE MANAGEMENT SERIES

- Supervision for the 21<sup>st</sup> Century (PD5104)
- Myers-Briggs & Communication (PD5027)
- Strategic Planning (PD5049 )
- Managing Conflict (PD1017 )
- Performance Management (PD2028)
- Documenting Disciplinary Action (PD2010 )
- HR Topics (PD5103)
- Simulation (PD5084)



# EVERYDAY LEADERSHIP

## SERIES (PD5081)

This six class series covers essential ingredients for effective organizational leadership. It is designed for productive team members, individuals interested in becoming a future supervisor, new supervisors, review for experienced supervisors, and employees new to the public sector. The series is taught as a cohort, and will include the following classes:

### EVERYDAY LEADERSHIP SERIES

- Leadership in Action (PD5075)
- From Me to We: Effective Collaboration (PD5071)
- Vision and Change (PD5085)
- Creating a Motivating Environment (PD2009)
- Teambuilding (PD1032)





# DEVELOPING A CUSTOMER SERVICE CULTURE

## SERIES (PD5102)

This six-course series is an introduction to the many aspects of customer service in the public sector. Topics covered include defining excellent customer service, addressing the needs of the internal and external customers, responding to requests through a decision making process, and accountability.

### DEVELOPING A CUSTOMER SERVICE CULTURE

- Principles of Customer Service (PD5111)
- Improving Employee Accountability (PD5093)
- Challenges in Customer Service (PD5112)
- Catch the "FISH" Philosophy (PD5107)
- Effective Communication Skills (PD4001)
- Customer Service Synthesis (PD5101)



# OFFICE SUCCESS STRATEGIES

## SERIES (PD5113)

This series is an introduction to the many aspects of an office environment. Topics covered include teamwork and office relationships, prioritizing and calendaring, meetings and travel arrangements, working on a team, and office etiquette

### OFFICE SUCCESS STRATEGIES

- Managing Multiple Priorities (PD1036)
- Writing Clearly and Concisely (PD5098)
- Grammatically Correct Writing (PD5096)
- Punctuation for Clarity (PD5097)
- Effective email Writing (PD5095)
- The Respectful Workplace (PD5099)
- Working as a Team (PD5100)
- Effective Meetings (PD4007)
- Office Communication (PD5089)



# THE EXCELLENT PUBLIC MANAGER

## SERIES (PD5086)

In the last 15 years, there has arisen a shift in thinking about how we should work in government and non-profit organizations. Part of this is a return to the concept of public service as a vocation. It involves a mindset that recommits to serving citizens first. The Excellent Public Manager promotes the ideals of engaging employees and citizens alike. This series focuses on some of the key skills needed to become a true public service force in the 21st Century.

### THE EXCELLENT PUBLIC MANAGER SERIES

- Engaging Citizens in the 21st Century (PD5087)
- Performance-Driven Leadership (PD5077)
- Leading Innovation (PD5078)
- Governance Web 2.0 (PD5079)
- Effective Communication Skills (PD4001)
- Evidence-Based Management (PD5080)

## FACULTY

### **Patrick Edgar, Director**

DPA, University of Southern California,  
M.Div. Franciscan School of Theology,  
MPA, University of Montana,  
BA History/Political Science, University of Montana

### **Jane Rhodes, Instructor & Development Specialist**

M.Ed. – Montana State University-Northern,  
B.S. Sec. Ed. (Mathematics), University of Montana-Western,  
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### **Chance Eaton, Instructor & Development Specialist**

Ed.D. (ABD) Educational Leadership, University of Montana,  
M.S. Psychology, Montana State University,  
M.B.A., Wichita State University,  
P.G.Cert. Existential Psychotherapy, University of Sheffield U.K.,  
B.A. Psychology, University of Montana,  
B.S. Business Administration (Finance), University of Montana

## **Adjunct Instructors**

**Joe Schopfer** – Talent Management, State Human Resources Division

**Penny Moon** - State Procurement Bureau, Department of Administration

**Margie Thomas, JD** – Attorney, State Human Resources Division

– Records Management Division, Secretary of State

**Sue Daly** – Finance Division Administrator, Fish, Wildlife and Parks

**Bonnie Shoemaker** – Classification and Compensation Program Coordinator, State Human Resources Division

**Jason Slead** - Training and Development Specialist, Department of Revenue

**John Pavao** - State Diversity Program Coordinator, State Human Resources Division

**Kay Pace** – Senior HR Generalist, State Human Resources Division

**Tami Gunlock** – Financial Operations Supervisor, Department of Administration

**Tammy Lavigne** – Chief Intergovernmental Relations Officer, State Information Technology Services Division

**Updated:        Monday, March 30, 2015**

